

**HASTINGS BOROUGH COUNCIL**  
**CORPORATE PLAN**  
**2009/10 – 2011/12**  
**PART III**

*A) 2008/09 Retrospective review of Targets & Milestones*

## Section A

### Retrospective Report-Back on 2008/09 Targets and Milestones

The following section reports back on achievements against the targets set out in the Part II of the Corporate Plan 2008/09 – 20010/11  
Status of targets at 31<sup>st</sup> March 2008 is described as either:

- A** = Achieved
- C** = Change
- S** = Shortfall

#### **Environmental Services**

Environmental Health  
Waste and Recycling  
Amenities and Resort Services  
Parking and Highways

#### **Regeneration and Planning**

Regeneration  
Planning Services  
Projects  
Destination Management and Marketing

#### **Community Well-Being**

Community Services  
Housing Services  
Leisure Services

## Environmental Services Directorate

### Environmental Health

2008/09 Targets/Milestones	Status	Comments
See Performance Indicator section for specific targets regarding environmental health, including national Health and Safety Executive and Food Standards Agency performance targets.		
1. Continue to improve the quality of the local environment by taking enforcement action to combat enviro-crime such as noise nuisance, littering, dog fouling and fly-tipping.	Achieved <b>A</b>	Examples include: 181 fixed penalty notices issued - 96 for littering and 85 for dog fouling. Several successful prosecutions - of those failing to pay these fixed penalty notices and public houses failing to comply with Noise Abatement notices.
2. Develop the role of the new Environmental Community Officers to focus on environmental enforcement and improvement and enhancement of the public realm. Also develop a new team of Community Officers, reporting to, and working with the Environmental Community Officers, providing a uniformed presence.	Achieved <b>A</b>	4 environmental Community Officers and 8 Community Officers were newly appointed, organized into 4 area teams, and given training and guidance on how to issue fixed penalty notices for common enviro-crime offences. 117 more fixed penalty notices were issued compared with 2007/8 - an increase of about 64%.
3. Continue to work with partners to improve standards within premises licensed by the Council with respect to the sale of alcohol and the provision of entertainment under the Licensing Act 2003.	Achieved <b>A</b>	Examples include: Multi-agency late night operational inspections of, and enforcement action take against licensees and premises, resulting in the revoking of 2 Gambling Premises Licences.  A consultation exercise on the saturation policy element of the Council's Licensing Policy.

<p>4. Continue to ensure the safety of the community through food hygiene and health and safety at work inspection and enforcement programmes.</p>	<p>Achieved <b>A</b></p>	<p>Completion of all programmed food hygiene and health and safety inspection visits. Adopted a firm but fair approach, resulting in more improvement notices and less prosecutions for non compliance with these notices.</p>
<p>5. Work with other environmental health services across Sussex to introduce a publicly accessible countywide “scores on the doors” food hygiene rating system and prepare for the public launch of the scheme in April 2009.</p>	<p>Change <b>C</b></p>	<p>The Government’s Food Standards Agency (FSA) undertook a national consultation exercise to determine whether a national publically accessible hygiene rating system be introduced by all local authorities.</p> <p>In late December the FSA Board agreed the type of scheme to be introduced, and we’re now waiting for them to publish details of how it is to be administered and operated and the new timetable for implementation. We will then implement the new system in accordance with that revised timetable.</p>
<p>6. Continue to prepare and refine contingency plans for high-risk activities and major civil incidents within the Borough, in conjunction with the other key emergency planning partners.</p>	<p>Achieved <b>A</b></p>	<p>Examples include:</p> <ul style="list-style-type: none"> <li>• Established New countywide Safety Advisory Groups</li> <li>• Updated Bulverhythe Flood Evacuation Plan</li> <li>• Refined evacuation plans for the large residential blocks at Hollington Courts.</li> <li>• Exercised and updated Coastal Oil Spill Plan</li> <li>• Participated in a survivor / evacuee decontamination exercise with East Sussex Fire and Rescue Service.</li> <li>• Attended the “Let’s do business Hastings 2008” to promote business continuity planning to local businesses.</li> <li>• Relocation of the Councils Major Incident Control Room, its facilities and communications tested and procedures for usage drafted.</li> </ul>

## Waste and recycling Services

2008/09 Targets/Milestones	Status	Comment
1. Complete the implementation of phase 1 of the twin bin refuse and recycling collection scheme and progress plans for the implementation of phase 2	Achieved <b>A</b>	Completion and roll out of Phase 1 and 2 of twin bins to around 27,000 properties resulting in an increase in our recycling rate of which we are achieving an average 28%. See performance indicator section for details
2. Continue to manage the waste collection and recycling contract with Veolia to ensure that it is delivered in accordance with the contract specification and budget	Achieved <b>A</b>	The Contractors performance is continuing to improve in most areas and was delivered within budget. However the number of missed bin collections exceeded the levels set out in the contract. This has been identified and discussed with Veolia, and will continue to be closely monitored in 2009/10.
3. Identify more environmentally and financially sustainable alternative arrangements for processing recyclates and expand as far as possible the range of materials that residents can recycle	Achieved <b>A</b>	The input specification for recyclates was expanded to include yellow pages and steel aerosol cans. We are limited by the input specification for recyclates that County Council's contractor at the Hollingdean MRF (Materials Recycling Facility) will accept, therefore we cannot extend any further the range of materials that residents can recycle at this stage. We are continuing to work with the County Council to try to further improve on the input specification.
4. Explore and report on the recommendations of the County Council's Best Value Review of Joint Waste Services and identify steps required to synchronise contract end dates to allow options for a joint tendered service to be considered	Achieved <b>A</b>	The recommendations of the County Council's Best Value Review of Joint Waste Services were reported to Cabinet. Hastings, Rother and Eastbourne Borough Councils have agreed in principle to synchronising the end dates of current contracts with a view to joint procurement of the new contracts in 2013.

<p>5. Introduce an alternative Garden Waste collection scheme and review participation and service delivery</p>	<p>Achieved <b>A</b></p>	<p>New service was introduced in March 2008 and achieved a customer base of over 2400. In the first full year, renewals for the second year are over 95% with over 400 new additional customers. Tonnages have trebled at certain periods throughout the year.</p>
<p>6. Develop and begin to implement improved recycling and refuse collection services to areas of the Borough not covered by the Twin Bin scheme.</p>	<p>Achieved <b>A</b></p>	<p>The Twin Bin scheme was extended to a further 1500 properties during 2008/9 and recycling rates have increased. Extensive consultation on proposals for improving recycling and refuse collection services was carried out. Findings from the consultation concluded that a partial communal bin scheme might be suitable for some areas of the town. Further work is required to:</p> <ul style="list-style-type: none"> <li>• test the financial viability and suitability of these proposals in a reduced area.</li> <li>• begin to explore alternatives for the remaining areas of the town that cannot be covered by twin bins or the potential communal bin scheme.</li> </ul>
<p>7. Continue to improve the standard of street cleansing and our performance under NI195 (BVPI 199) as a result of increased containerisation of refuse and more efficient management of the street cleansing contract</p>	<p>Achieved <b>A</b></p>	<p>Implementation of the twin bin scheme improved performance of street cleaning contract and achieved this year's target of 10%. (See PI section for details). For the second year running we have experienced a substantial improvement in our national indicator 195 (BVPI 199) score for street cleansing with this years overall score of 4%. However, we performed below target on fly tipping due to some complex industrial tipping issues. These continue to be addressed and monitored in 2009/10.</p>

## Amenities and Resort Services

2008/09 Targets/Milestones		Comment
1. Implement the commitments in the Parks and Open Spaces Strategy by achieving 'green flag' status for St. Leonards Gardens and a 4% annual increase in homes with access to an open space that meets the Council's Quality Standard (target 72% by 2009-10).	Shortfall  <b>S</b>	St. Leonards Gardens narrowly missed achieving 'green flag' status in May 2008. Shortcomings have been addressed and the site will be re-inspected in May 2009.  71% of the borough's homes are now within 300 metres of an open space that meets the Council's Quality Standard. New Wishing Tree natural play area was delayed and will now open in summer 2009.
2. Revise and agree the sustainable business plan for Pebsham Countryside Park with East Sussex County Council and Rother District Council.	Achieved  <b>A</b>	A Development Strategy and Implementation Plan was agreed by the three Councils. New Pebsham Management Board created in November 2008. Achievements include: <ul style="list-style-type: none"> <li>• design of first accessible circular walk</li> <li>• improvements to existing footpaths and an annual calendar of events</li> <li>• Public and stakeholder meetings and progression of a new Friends group.</li> </ul>
3. Reorganise the Ranger team into a single, borough-wide service and begin to operate integrated enforcement activities with Environmental Health and Waste enforcement officers	Achieved  <b>A</b>	Rangers operate as a single service, fully trained in enforcement procedures and working closely with other Council enforcement officers with a particular focus on the implementation of Dog Control Orders.
4. Develop and agree a comprehensive Beach Management Plan	Achieved  <b>A</b>	Plan agreed as part of the Scrutiny Review of the Seafront Strategy. The Coastal Users Group will oversee the plan with a target of full implementation by March 2010.
5. Complete the repairs and refurbishment and reopen the East Hill Lift; expand income-producing ancillary services at East	Shortfall	The latest project plans schedule East Hill Lift completion in October 2009 and West Hill works in January-February 2010.

and West Hill Lifts	S	Tenders have been received on schedule but prices are significantly over budget. Now pursuing various negotiations on tender prices and project design as well as assessing other funding possibilities.
6. Establish a Council working group to agree the initial action plan to monitor compliance with the new European standards for bathing water from 2010 and to consider acceptable mitigation where the standards will not be met by the 2015 deadline. Maintain a working partnership with the Environment Agency, water authorities and coastal neighbours	Change C	The Environment Agency (EA) is still designing its compliance procedures and has chosen to implement only selected pilot sites around the country. We maintain an active relationship with the EA as well as other public partners and will introduce monitoring and mitigation procedures once they are published.
7. Deliver the capital project for the restoration and development of farm facilities at Hastings Country Park on schedule and within budget. Work with partners to bring forward sustainable proposals for the longer-term management of the Park and Farm	Achieved A	Restoration of farm buildings completed as scheduled and within budget. This was the final delivery item from the Hastings Country Park Restoration Project. Discussions are at an advanced stage with potential partners to use our land and facilities for education and vocational training. After successful implementation in Hastings Country Park, these programmes would be rolled out across other key natural areas in the Borough.
8. Implement the Biodiversity Strategy and action plan for 2008/09.	Achieved A	All actions for 2008 completed. Highlights are: <ul style="list-style-type: none"> <li>• Friends groups established on all important wildlife sites and a successful seminar in March 2009 brought together representatives of all groups for the first time.</li> <li>• The Wild Hastings web site continues to grow and linked into the Council's network of websites.</li> <li>• The Local Nature Reserve Officer provides guidance and expertise on nature reserves to the local community.</li> <li>• Interactive Management Maps developed for key sites and will be launched on the Wild Hastings website.</li> <li>• Planning applications continue to be assessed for their</li> </ul>

		<p>impact on the natural environment and new Validation Checklists for planners and developers have been launched.</p> <ul style="list-style-type: none"> <li>Local Wildlife Sites were reviewed for National Indicator 197 Improved Local Biodiversity, with positive conservation management implemented in 11 of 29 (38%) sites across the Borough.</li> </ul>
<p>9. Begin to implement the improvement plan from the Best Value Review of Public Realm Maintenance</p>	<p>Achieved <b>A</b></p>	<p>Programmes of planned maintenance work assessed and incorporated into the Repairs and Renewals reserve funding programme. Annual programmes for various health and safety legislative requirements established. An active Public Realm cross cutting group agreed programmes of public realm capital improvements and is developing the framework of a public realm strategy.</p>

## Parking and Highways

2008/09 Targets/Milestones		Comment
1. Following the County review of Highways, retain and refine the Hastings Highways Management Agreement and the related Codes of Practice	Achieved <b>A</b>	Agreement reached on the way forward in relation to day to day working and more direct contact with the works supervisor. Revised Key Performance Indicators are in place, together with robust monitoring processes.
2. Work with partners to implement the Quality Bus Partnership Action Plan to further improve the punctuality of bus services and increase the number of bus passenger journeys made	Shortfall <b>S</b>	Further survey undertaken to establish reasons for delays in bus journeys on two routes. The results of the survey are being discussed with colleagues at East Sussex County Council to identify ways of improving punctuality.
3. Minimise congestion and improve road safety by providing an efficient and effective parking enforcement regime	Achieved <b>A</b>	Targets met for percentage of Penalty Charge Notices (PCN) issued for yellow line contraventions. 3.4% of PCNs issued for Bus Stop Clearway contraventions. Overall level of PCNs continues to decline across both Sussex and Kent, in part due to increased compliance of parking restrictions by motorists.
4. Continue to maintain car parks in the Borough to provide clean, safe and secure facilities for customers	Achieved <b>A</b>	Annual inspection for the "Safer Car Parks Award" is imminent. We are confident that HBC will retain all 12 awards for its car parks. Very low level of crime within all car parks and a high standard of maintenance have been recorded.
5. Continue to work in partnership with the Police to deal with uninsured, unlicensed and abandoned vehicles and anti-social driving	Achieved <b>A</b>	Partnership working through the enforcement team resulted in a reduction in the number of cases dealt with overall. The Team are trialling a scheme investigating unpaid PCNs ultimately intended to improve public relations and make savings by reducing number of registrations made to the Courts.
6. Respond positively to the Economic Impact Assessment of the proposed Controlled Parking Zone in Central St Leonards, and consult, if appropriate on future proposals for parking	Achieved	Examples include: Implementation of Short Stay parking with a reduced tariff at

controls	A	<p>Crystal Square Car Park</p> <p>Completion of Lines/signs and amendments to the Traffic Regulation Order.</p> <p>Continued working with local residents and business to monitor new restrictions and investigate further parking controls.</p>
7. Implement the parking enforcement provisions of the Traffic Management Act 2004 and consider the introduction of additional enforcement powers under the Act	<p>Achieved</p> <p>A</p>	<p>New parking enforcement powers introduced under the Traffic Management Act 2004 were implemented. Further parking enforcement powers are now available (double parking and obstruction of pavement crossovers) following clarification of the legislation. These are due to implemented as recommended by the Transport Minister (5<sup>th</sup> May 2009) once formally adopted by East Sussex County Council as the enforcement authority.</p>
8. Work with partners to look into the feasibility of walking and cycling link between the Millennium Community sites and new College sites in the Ore Valley and Station Plaza.	<p>Shortfall</p> <p>S</p>	<p>Significant progress is unlikely to be made due to delays with the development of the Millennium Community sites; therefore we will reconsider this in the targets for 2010/11.</p>

## Regeneration and Planning

### Regeneration

2008/09 Targets/Milestones	Status	Comment
1. Continue to work with the police and other key partners to reduce crime and disorder and the fear of crime in the Borough by coordinating the work of the Safer Hastings Partnership.	Achieved  <b>A</b>	Total crime down over 11.3% on rolling year figures. All targets met with the exception of household Burglary (see performance indicator section). Positive interventions resulted in the arrest of several prolific offenders. Environmental Health, Licensing, and Community Safety HBC Managers continue to play an active role in the Hastings Joint Action Group (JAG).
2. Prepare and implement a new three year Community Safety Plan of our crime reduction projects, targets, community priorities and community safety initiatives.	Achieved  <b>A</b>	Plan circulated to all households in Hastings. Annual update / refresh published in a 'two page spread' in the Hastings Observer. This followed an extensive annual review and consultation process.
3. Work in partnership with the College and other vocational training providers to enable progression routes into vocational training and skills opportunities for young people not in education, employment or training.	Achieved  <b>A</b>	Tressell Training achievements at year end include: <ul style="list-style-type: none"> <li>• 85 14-16 year olds 'Not in Employment Education or Training' trained in Food Safety in connection with the Council's FoodLocal project</li> <li>• Employability skills delivered through annual Entry to Employment programme</li> <li>• Support and skills development delivered to two groups of 14-16 year olds from Filsham Valley School</li> <li>• Key Stage 4 provision to 14-16 year olds via contract with East Sussex County Council (ESCC)</li> <li>• Above ESCC average referrals, starters and retention of</li> </ul>

		<p>students</p> <ul style="list-style-type: none"> <li>• Successful contract negotiations with Sussex Downs College completed - delivery of support and learning to 14-19 year olds commenced.</li> </ul> <p>From April 2009 Tressell will deliver support and training to local young people as part of Sussex Coast College.</p>
4. Continue to support the cultural sector in its contribution to the regeneration of Hastings through continued funding of an Arts and Cultural Development Officer.	Achieved <b>A</b>	<p>Examples include:</p> <p>Successful implementation of Coastal Currents Festival.</p> <p>Significant contribution to Stade and Jerwood cultural events planning.</p> <p>Community supported to deliver St Leonards Festival.</p>
5. Continue to support the development of key employment sectors including construction, food and retail, tourism, arts and culture.	Achieved <b>A</b>	<p>Examples include:</p> <p>Output targets met for Local Enterprise Growth Initiative (LEGI) funded Council's Foodlocal project.</p> <p>Continued growth of Seafood &amp; Wine Festival – 50 000 attended.</p> <p>LEGI Thriving Construction project completed and Construction Charter established.</p>
6. Support the achievement of key targets in the Community Strategy and Economic Development and Inclusion Strategy through the effective commissioning and management of Area Based Grants.	Achieved <b>A</b>	<p>Council approved a range of transitional projects in 2008-09 in advance of development of the main Area Based Grant programme due to commence in 2009-10. A group of key stakeholders was established to provide advice and recommendations on priority areas for investment. Key targets, an analysis of current statistical indicators and trends formed the basis for the identification of priorities. Following a call for expressions of interest, numerous proposals were received from a range of organisations. The Council's Cabinet allocated Area Based Grant to a number of these proposals following</p>

		<p>recommendations by Hastings and Bexhill Economic Alliance.</p> <p>Cabinet agreed special measures to help mitigate against the effects of the economic downturn.</p>
7. Foster the building of a more cohesive town through the adoption and implementation of a revised Community Cohesion Action Plan.	<p>Achieved</p> <p><b>A</b></p>	Cabinet unanimously endorsed and adopted revised Community Cohesion Framework and Action Plan following extensive consultation. Community Cohesion Steering Group established and monitoring progress.
8. Strengthen community engagement by working with partners to embed Area Coordination across the town.	<p>Shortfall</p> <p><b>S</b></p>	Progress has been slower than we would have wished. We engaged Members through two seminars and continued dialogue with partners and the community on the future development of area structures. Examples of community engagement included: Facilitated and supported consultation on the Community Cohesion Action Plan; Youth Development Service; MyPlace and Academies proposals.
9. Support the Third Sector through the implementation of the Community Partnerships commissioning process.	<p>Achieved</p> <p><b>A</b></p>	Commissioning process established, applications received and progressed. Work underway with Voluntary and Community Sector to confirm contractual conditions, process and procedures for monitoring and reporting performance. Continued support for the planned transfer of Jackson Hall to HVA on a 35 year lease.

## Planning Services

2008/09 Targets/Milestones	Status	Comment
1. Determine planning and related applications in order to meet or surpass the Government's targets.	Achieved <b>A</b>	All targets achieved. "Major" applications (60% determined in 13 weeks) exceeded at 63.16%. "Minor" planning applications (65% determined in 8 weeks) exceeded at 73.81% and "Other" applications (85% determined in 8 weeks) at 85.54%. Further details in Performance Indicator section.
2. Work closely with Task Force partners to bring forward detailed proposals for consideration by the Planning Committee for Priory Quarter in the Town Centre, at Ore Valley and Queensway and then work with the Task Force to implement those which receive consent.	Achieved <b>A</b>	Lacuna Place in Priory Quarter completed. Ground floor retail unit for Lacuna Place occupied by Tesco. Work nearing completion on 1 Priory Square and the new Priory Square. Queensway scheme commenced and wind turbine application due at planning committee in Q1 2009/10. Business Plan for Ore Valley Millennium site underway by Homes and Communities Agency.
3. Work with the Task Force, Learning and Skills Council and other partners to ensure the development of Sussex Coastal College Hastings on Station Plaza.	Achieved <b>A</b>	Work on the College is on target to meet the deadline of autumn 2009. Proposed housing development on the Station Plaza site delayed until the completion of the basement slab which the development sits on but it is on schedule to achieve private and affordable residential sales from 2010 assuming there is no significant change in the market forecasts.
4. Build on the already successful lobbying and Hastings' status as a Regional Hub to secure improvements to the road and rail transport links, specifically to support the bid for the Hastings/ Bexhill link road and press for the announcement of a preferred route by the Highway Agency for the Baldslow Link.	Achieved <b>A</b>	Construction for the Bexhill/Hastings link road is scheduled to commence 2010 and complete 2012. The announcement of a preferred route for the Baldslow Link is expected in summer 2009.
5. Progress the Hastings Local Development Framework (LDF), ensuring an integrated approach with the development of the Hastings & St Leonards Sustainable Community Strategy, by:	Achieved <b>A</b>	Analysis of responses to Core Strategy Preferred Approaches completed. Submission version of the Preferred Options and Site Allocations is underway. Consultation on draft Strategic Housing Land Availability Assessment completed. Revised

<ul style="list-style-type: none"> <li>• consulting on the Core Strategy Preferred Options</li> <li>• preparing the submission version of the Preferred Options</li> <li>• commencing work on the Site Allocations Development Plan Document and the Hastings Town Centre Area Action Plan</li> <li>• assist in progressing the Local Area Transport Plan</li> </ul>		<p>timetable for production of LDF documents approved and sent to the Secretary of State. Timetable changes in part due to changes in Government guidance. Early draft of Hastings and Bexhill Local Area Transport Strategy completed.</p>
<p>6. Through our zero tolerance approach to neglected and derelict buildings and land, target at least 30 neglected and derelict buildings or areas of land, prioritising those in the Central St. Leonards Renewal Area and in Pelham Crescent and Arcade.</p>	<p>Achieved <b>A</b></p>	<p>Target exceeded with 41 properties improved. This includes 15 completed in Central St Leonards and 7 in Pelham Crescent.</p>
<p>7. Implement the second phase of grants for the conservation and repair of buildings that form part of our historic townscape in the Central St. Leonards Renewal Area.</p>	<p>Achieved <b>A</b></p>	<p>£282,379 of Council funds spent on conservation and repair grants of properties in Town Centre Heritage Initiative area in 2008/09. Five projects completed, including three in Kings Road and London Road/Kings Road corner and the canopy at Marine Court.</p>
<p>8. Implement the management plan for Marine Court by pursuing the:</p> <ul style="list-style-type: none"> <li>• Completion of the restoration of the main canopy</li> <li>• Replacement of windows at Hanover House</li> <li>• Removal of unauthorised external installations</li> </ul>	<p>Achieved <b>A</b></p>	<p>Canopy works including under canopy lighting completed. Hanover House windows due for completion by July 2009. Enforcement action initiated to reroute telecommunications cabling inside and outside the building.</p>
<p>9. Take forward the masterplanning proposals for West Marina providing a firm planning basis for the development and securing developer interest in the site.</p>	<p>Change <b>C</b></p>	<p>Review of the financial viability of the project undertaken. Progress limited in current recession. Redevelopment and regeneration opportunities continue to be considered with key partners.</p>

## Projects

2008/09 Targets/Milestones	Status	Comment
1. Work with owners and residents at Pelham Crescent and Pelham Arcade to deliver phase 1 and prepare for phase 2 of the façade restoration project.	Achieved <b>A</b>	Phase 1 Crescent – 7 properties completed by owners producing a notable visual improvement, the balances of properties expected to complete in 2009 following successful grant applications. Phase 2 Arcade – initial engagement with owners and potential funders is complete; work is progressing to develop a full restoration scheme subject to a successful English Heritage funding bid.
2. Work with East Sussex County Council to develop and deliver pavement widening and pedestrian safety improvements in the Pelham area.	Achieved <b>A</b>	Pelham footway widening and pedestrian safety improvement works completed as scheduled in April 2009.
3. Work with East Sussex County Council to deliver phases 1, 2 and 3 of the Kings Road Corridor Public Realm improvement project in Central St. Leonards.	Shortfall <b>S</b>	Phase 1 and 2 of the improvement works to the London Road corridor successfully completed in partnership with ESCC. However, Phase 3 Kings Road is delayed by 8 weeks due to the need to renew the gas main in London Road.
4. Support staff moves to alternative office premises and specifically the relocation of the Revenues & Benefits service from Wellington Square to newly designed publicly accessible facilities at Aquila House.	Achieved <b>A</b>	New front-of-house facilities for the Council's Revenue and Benefits service and Parking Shop completed by January 2009 and are now fully operational.
5. Successfully manage capital projects within the Council's Capital Programme to meet client departments' needs and deliver within agreed time and budget.	Achieved <b>A</b>	Capital Programme successfully managed to meet identified needs. A small number of schemes experienced unavoidable delays mainly for reasons outside the Council's control.

## Destination Management and Marketing

2008/09 Targets/Milestones	Status	Comment
1. Maintain effective internal and external communication via newsletters, email bulletins, press releases and web development.	Achieved <b>A</b>	The weekly '@bit' e-newsletter developed into the established means of communicating with all staff on routine matters. Over 90% of all our news releases were taken by the Hastings Observer. Website developed, content expanded and updated and new accommodation facility added. Website visits totaled in excess of 1.5 million, easily exceeding our annual target of 1.35 million.
2. Maximise income from commercial activities such as selling advertising space in 'About' magazine and marketing the Town Hall and Hastings Museum and Art Gallery as venues for weddings and civil partnership ceremonies.	Achieved <b>A</b>	Advertising continues in the 'About' magazine. Leaflet published advertising Town Hall and Museum as a venue for weddings leading to increased numbers of weddings booked at both venues.
3. Work with partners to maximise the potential of the visitor economy by developing and implementing a marketing plan for Hastings & 1066 Country, with a particular focus on e-marketing.	Achieved <b>A</b>	Examples include: The 2009 Holiday Guide and Attractions Guides completed on time, designed, produced and edited entirely in-house. Public and trade exhibitions attended, 'familiarisation' trips undertaken resulting in extremely positive articles. As part of 1066 Country Marketing, produced town marketing guides for Rye and Battle, winning the contract after a competitive tendering arrangement.
4. Support the staging of the Coastal Currents festival 2008.	Achieved <b>A</b>	Event successfully staged.
5. Maximise the potential of 'off season' tourism by managing and promoting, with partners where appropriate, a comprehensive events programme.	Achieved <b>A</b>	Events supported: Jack in the Green Festival of Morris Dancing (May), '999' event (June)

		Hastings old town Carnival week (August) Coastal Currents, Sea Food & Wine Festival (September) Hastings Week (October) Hastings Centenary Marathon (December) Hastings International Chess Congress (December/January) Half Marathon (March)
6. Build upon the success of the refurbished Museum by developing a programme to maximise visitor volume, and value, at the Museum.	Achieved <b>A</b>	Comprehensive programme of events/activities held. Figures slightly below 250 000 target. New visitors attracted via High Street Traders Father Christmas event.
7. Continue to provide tourists and residents with a fully accessible range of services through the Hastings Information Centre (HIC), websites, telephone and information kiosks and the Meteorological Station.	Achieved <b>A</b>	Examples include: 328 739 visitors to HIC recorded, just short of 330 000 target. Website targets achieved (see target 1). Answering calls in 10 Second Target now met on main Town Hall switchboard due to replacement of old system. Meteorological readings complete. Staff trained on readings resulting in national newspapers using these readings.
8. In the light of the Jerwood Gallery proposal, review the Old Town Tourist Information Services (TIS) and ensure that suitable information provision is made in the Old Town.	Achieved <b>A</b>	Old Town TIS to be relocated into Old Town Hall Museum, scheduled for first week of November.
9. Inaugurate the Stade Education project by: <ul style="list-style-type: none"> <li>• appointing staff to the project</li> <li>• developing and implementing a three-year heritage based education programme targeted at schoolchildren, university students and community/lifelong learning</li> <li>• expanding the interpretive opportunities for visitors to the Stade</li> </ul>	Achieved <b>A</b>	Stade Education Officer employed. Stade Education Steering Group agreed a 3 year work plan. Training session for volunteer Stade guides completed.

<p>10. Develop an Interreg IV bid, and a Heritage Lottery Fund (HLF) bid, for the improved accessibility of Hastings Castle.</p>	<p>Shortfall</p> <p>S</p>	<p>Slower than intended progress on the Interreg project due to delays in launch of programme and agreement of common theme with Norman and English partners. Fewer tranche of Interreg IV projects than expected were successful, resulted in longer preparation time for bid.</p> <p>Joint meeting held with English and Norman partners and representative of Heritage Lottery Fund. Now intend to submit Interreg bid in September and a 'first stage' HLF bid in August.</p>
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## Community Well-being Directorate

### Housing Services

2008/09 Targets/Milestones	Status	Comment
1. Begin the development of over 700 new homes in Hastings under the Millennium Communities Programme, with start on site achieved on the first residential units at Ore Valley and Station Plaza in 2008/09.	Shortfall  <b>S</b>	Delivery timescales for both Ore Valley and Station Plaza affected by the impact of the credit crunch and recession on the housing market. Residential units at Station Plaza are unlikely to start on site before October 2009 at the earliest. Progress continues in respect of the redevelopment of Ore Valley but development of first new homes is not scheduled to begin until early 2011. This target has been retained in modified form for 2010/11
2. Accredit a further 100 properties through Accredited Lettings Scheme.	Achieved  <b>A</b>	Exceeded target 139 properties accredited.
3. Complete a review and prepare a revised Homelessness Strategy for adoption in July 2008.	Achieved  <b>A</b>	Homelessness Strategy adopted by Cabinet in July 2008.
4. Undertake a review of the Council's Housing Strategy, in preparation for the adoption of a revised strategy in 2009/10.	Achieved  <b>A</b>	A review of the Housing Strategy 2004-09 completed in March 2008. This will feed into the new Housing Strategy 2009-13 due for adoption in 2009/10.
5. Review existing affordable housing polices in line with Local Development Framework timetable.	Change  <b>C</b>	Consultation on the Core Strategy Preferred Approaches carried out between May and July 2008. A submission version of the Core Strategy is being finalised in accordance with a revised timetable for the Local Development Framework agreed by Cabinet in March 2009. Target 5 will therefore be retained for 2009/10

6. Deliver a further 70 affordable homes.	Shortfall  <b>S</b>	A total of 49 affordable homes delivered - 21 units short of the 70 target. The shortfall reflects the depressed nature of the market in 2008/9 and is accounted for by both a lower than anticipated number of new starts and delays in scheme completions.
7. Return a further 40 empty dwellings to residential use.	Achieved  <b>A</b>	47 properties returned to use at year end.
8. Establish a private sector improvement target to 2010 with annual milestones.	Achieved  <b>A</b>	A Target of 'Improving 200 properties within the most deprived wards to reflect the decent homes standard' was agreed for Part III of the Corporate Plan in June 2008. This target is being revised upwards for 2009/10 in light of the delivery of 520 improvements in 2008/9
9. Continue our focus on improving private sector housing in Central St Leonards through financial assistance and enforcement action to achieve the decent homes standard in respect of 40 properties.	Achieved  <b>A</b>	Exceeded target 65 properties improved at year end. 13 through enforcement action and 52 through financial assistance.
10. Improve access to the private housing sector for people in housing need, through the Council's Letstart Search service.	Achieved  <b>A</b>	A total of 21 households assisted into accommodation at year end following the launch of the service in December 2008.

## Leisure Services

2008/09 Targets/Milestones	Status	Comment
1. Monitor the leisure contract for the leisure centres, Summerfields, Falaise and Hillcrest to ensure that they continue to meet community requirements by monitoring usage and customer satisfaction.	Achieved  <b>A</b>	Attendance at the three centres increased by 2.1% on 2007/8. Summerfields and Hillcrest have shown good increases, offsetting a drop of 9% at Falaise. This drop is attributed to reduced frequency of use by members and less casual attendance by non-members, as overall membership numbers for Falaise have increased in the period. Customer satisfaction recorded in a number of service areas by Freedom Leisure is high and exceed the agreed targets.
2. Provide opportunities for people of all ages to enjoy physical activities and adopt healthier lifestyles e.g. through Active Hastings, increase physical activity levels in 2% of the population of Hastings and St Leonards each year. (Equates to 1700 new participants each year and a total of 5100 new participants over the course of the 3 year project.)	Achieved  <b>A</b>	Increased the number of people across Hastings who regularly participate in sport and active recreation engaging 8,800 participants since May 2006 – an increase of 2700 in 2008/09.
3. Continue to explore the options for new leisure facilities, and as part of the development of a sports facilities strategy (to be adopted in Autumn 2008) identify proposals for replacing or refurbishing of Summerfields Leisure Centre and Falaise Fitness Centre, thereby ensuring quality leisure and recreation facilities remain available for the community.	Change  <b>C</b>	Development of the Facilities Strategy expanded to take in Rother as well as Hastings and has taken longer than originally intended. Consultation on a draft strategy was underway by year end. The schedule for decisions on the new or refurbished Leisure Centre has been revised and conclusions are now anticipated for summer 2009.

<p>4. Maintain and improve opportunities for children to develop skills through play by enhancing the regular programme of activities (with two additional Alexandra Park Play Days, Play on the Beach event, and street activities programme) and run a scheme to encourage excluded families to participate. Develop new play space with the support of the lottery funded "Make Way for Play" portfolio; work with partners to develop proposals for a natural play area at Wishing Tree and begin the planning process for another play area in the east of the Borough.</p>	<p>Achieved <b>A</b></p>	<p>The Street activities programme currently operates on 4 days per week. The scheme to encourage involvement by excluded families is operating on Saturdays. This will be enhanced through a contract with a local voluntary organisation to deliver direct family interventions. The natural play area at Wishing Tree is due for completion for summer 2009. Consultation on the site for East Hastings at Bembrook Road has commenced.</p>
<p>5. Develop new arrangements for the White Rock Theatre in preparation for the end of the contract with Live Nation, as managers of the facility by seeking expressions of interest from theatre operators, and subsequently inviting tenders during the summer.</p>	<p>Achieved <b>A</b></p>	<p>New operator appointed and commenced operations in February 2009.</p>

## **Cross Cutting Equalities Targets**

Evidence of progress against these targets will be collated across HBC and monitored by the Cross Cutting Equalities Steering Group.

### **1. Monitoring Data**

- § Equalities monitoring data is examined and gaps identified for further action are reported quarterly to the Directorate Equalities Groups, with a detailed report on a yearly basis.

### **2. Equalities Impact Assessments (EIAs)**

- § All staff involved in undertaking EIAs during 2009/10 undertake training
- § All scheduled Year 1 (2009/10) Equalities Impact Assessments have been completed and published by end March 2009/10

### **3. Consultation and Engagement**

- § Consultations exercises are timetabled and follow Corporate Guidelines
- § Published feedback demonstrates how results have influenced decisions and service delivery
- § Appropriate steps are taken to ensure participation from relevant equalities groups

### **4. Decision Making**

- § Decision making reports clearly identify how equalities and cohesion issues have been addressed, and how any likely impacts are to be mitigated

### **5. Hate Crime**

- § All frontline staff and managers are trained and are able to identify and report Hate Crime by end 2009/10. Appropriate action is taken where required if/when a Hate Crime is reported to HBC staff/Members.